

Issue Analysis Form (rev. July 2013)



Date: November 28, 2017
Item: Econ Dev & Tourism Strategic Plan 2018
Lead Department(s): Economic Development
Contact Person(s): Jeff Stoke, Deputy County Administrator

Description and Current Status

The Prince George County Economic Development & Tourism Strategic Plan was last updated November 2013. The current six month goals for Economic Development include the selection of a consultant to begin a 2018 Prince George County Economic Development and Tourism strategic plan. After receiving 14 bids, the 4 finalists were interviewed by Jeff Stoke, Yoti Jabri, Carol Bowman, Morgan Ingram (Eco Dev Dinwiddie) and Karen Epps (Econ Dev Director Colonial Heights). Thomas P. Miller and Associates (TPMA) was selected for the project.

Government Path

- | | | |
|--|---|--|
| Does this require IDA action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does this require BZA action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does this require Planning Commission action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does this require Board of Supervisors action? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does this require a public hearing? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

If so, before what date?

The selection of the consultant and appropriation of economic development funds requires the approval of the Prince George County Board of Supervisors.

Fiscal Impact Statement

\$69,792.38 County fiscal impact from FY2018. Funds would come from Economic Development (meals tax) fund balance. The current unaudited fund balance available is \$325,786.69.

County Impact

Will be the guiding document for economic development and tourism initiatives for Prince George County, VA.

Notes

Includes Economic Development Strategic Plan and Tourism Strategic Plan.

Board of Supervisors
County of Prince George, Virginia

Resolution

At a regular meeting of the Board of Supervisors of the County of Prince George held in the Boardroom, Third Floor, County Administration Building, 6602 Courts Drive, Prince George, Virginia this 28th day of November, 2017:

Present:

Vote:

William A. Robertson, Jr., Chairman
Donald R. Hunter, Vice-Chairman
Alan R. Carmichael
Hugh G. Mumford
T. J. Webb

A-5

On motion of Mr. , seconded by Mr. , which carried unanimously, the following Resolution was adopted:

**RESOLUTION; AWARD OF CONTRACT AND APPROPRIATION
(\$69,792.38 PRINCE GEORGE COUNTY ECONOMIC DEVELOPMENT
AND TOURISM PLAN TO THOMAS P. MILLER & ASSOCIATES)**

BE IT RESOLVED That the Board of Supervisors of the County of Prince George this 28th day of November, 2017, does hereby award RFP # 18-0717-1 to Thomas P. Miller & Associates, authorizes the County Administrator to execute a purchase order for this project, and authorizes the following increase of funds within the 2017-2018 Budget, such line items increased as follows, which monies to be expended for purposes authorized and approved by the Board of Supervisors of the County of Prince George:

<u>FUND/ORGANIZATION</u>		<u>AMOUNT</u>
<u>Expenditure:</u>		
0215-08-301-2151-43101	Eco Dev Professional Services	\$69,792.38
<u>Revenue:</u>		
0215-90-901-8207-399999	Eco Dev (meals tax) Fund Balance	\$69,792.38

A Copy Teste:

Percy C. Ashcraft
County Administrator

Economic Development and Tourism Consultant

November 28, 2017



THOMAS P. MILLER & ASSOCIATES

PREPARED FOR

County of Prince George, Virginia

CONTACT

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INTRODUCTION

Project Approach

TPMA is a consulting and management firm based in Indianapolis, Indiana with 28 years of experience in strategic planning projects for its economic development and workforce development clients. From its founding, TPMA has followed a vision of holistic planning, incorporating workforce development and education advancement approaches into the mainstream of economic development strategy. From that guiding vision has grown a firm that is engaged in all aspects of economic development planning and human capital growth. Our firm brings a well-rounded and balanced approach to its work of increasing job creation, business investment, community redevelopment, and quality career pathways.

TPMA is partnering with Camoin Associates, Inc., an economic development firm headquartered in Saratoga Springs, NY, in order to provide the multidisciplinary experience a project of this nature requires. Specifically, Camoin will assist with data gathering to assess Prince George County's economic base, and also will take lead on assessing the County's tourism opportunities and developing a strategy to market events and cater to families. Camoin will explore opportunities to capitalize on prime events like youth travel baseball and softball tournaments and the Amateur Softball Association's Eastern Nationals series. In conjunction with Camoin's quantitative data gathering efforts, TPMA will perform the qualitative data gathering process by facilitating community forums, stakeholder interviews and focus groups, and will lead drafting the final tourism action plan. The result of this partnership will be a coordinated approach to efficiently divide and conquer responsibilities and combine our findings into a cohesive and thorough plan.

TPMA and Camoin Associates have a history of collaboration on projects. In 2014, we jointly completed an economic development strategic plan for Charles Town, West Virginia, a community of over 5,100 residents located in the Washington, D.C. metropolitan area.

Additionally, we are currently collaborating to prepare Economic Growth and Diversification Plans for GO Virginia Region 8 (Shenandoah Valley) and GO Virginia Region 9 (Central Virginia – includes Charlottesville).

TPMA does not view projects as solely research and analysis or strategic planning exercises. Rather, we judge our work by the clear actions we develop with our clients by tackling four activities:



SCOPE OF SERVICES, METHODOLOGY, AND TIMELINE

Project Understanding

The County of Prince George is seeking to create a five-year economic development and tourism plan that evaluates the County's current economic status and charts a new strategic direction for development initiatives. While this



Strategic Plan will identify new opportunities for the County to pursue, it should also leverage existing assets in tactical and innovative ways. A key component of the County's tourism economy is the overnight accommodation consisting of nine (9) brand name hotels and two (2) bed and breakfast inns. Some of these hotels and Inns have been negatively impacted when Fort Lee opened a 1,000 room hotel in 2013, and the Strategic Plan must address this loss of business through development of tourism attraction strategies and new markets. Further, economic development and business attraction has been hampered by concerns of access to water and sewer infrastructure. The Strategic Plan will address this concern and factor in possible economic development outcomes if the County prioritizes investing in new infrastructure versus holding off on building new infrastructure.

The County has many advantageous natural attractions including the James River and Appomattox River. These rivers make Prince George a destination for outdoor recreation, such as boating, fishing, and bird watching, and the County's scenic location makes it a destination for trail hiking, all very popular and family friendly activities. The County of Prince George also has a long and rich history that dates back to the 17th century when settlers first came to the area. Furthermore, the County's rural location makes it a relaxing



destination for individuals looking to get away from fast-paced urban life. Accessing the County and all its valuable assets is not difficult for tourists utilizing major roadways such as I-95, I-295, and US Route 460. The County of Prince George is also less than an hour drive to the Richmond International Airport. The final plans produced by TPMA and Camoin will ensure that these existing resources are leveraged appropriately.

The goal of this Economic Development and Tourism Plan is to gauge the County's economic situation, factor in future economic trends, and identify new opportunities for tourism and economic development that align with future projections. It is important that in doing this the community is thoroughly engaged and that the opinions of stakeholders are considered and incorporated. Engaging stakeholders will help identify challenges that have hindered economic development and the local tourism industry in the past, and ensure that the community has a stake in the plan and works cooperatively to achieve success. TPMA has strong expertise engaging a variety of stakeholders from different backgrounds and incorporating their ideas into the plans we create for our clients in agreeable and productive ways. The final plan will specifically address the strengths, challenges, and opportunities within the community and provide strategic action steps that will allow Prince George County to meet its economic development and tourism attraction goals.

PHASE 1: PLAN

Task 1: Project Launch

TPMA will facilitate a pre-project launch call with Camoin and Prince George County to introduce the Project Team, confirm responsibilities and timelines, and set expectations for each phase of the project.

TPMA and Camoin representatives will then arrange to be on-site for an official project launch with the project Steering Committee. We will focus on obtaining direction, anticipated outcomes, and potential resources that will complement the Project Team’s research. Also during this visit, we will identify potential dates for on-site visits and discuss the preparations necessary for conducting Public Input Forums, Stakeholder Interviews, and Focus Groups.

Representatives will remain on –site to conduct individual interviews with the Board after the launch meeting. The project team will also request any additional information that is unavailable online regarding specific previous plans or data that will be helpful to know in advance of the engagement activities in Phase III.

Deliverables: Summary of Launch Discussion

Timeline: Month 1

Task 2: Document Review

To prepare for the later On-Site County Leadership Meeting, the Project Team will review existing documents, plans, and data available from Prince George County. This task includes conducting desktop research, and reviewing internal documents in addition to the external documents available online. The purpose of this task is to frame our research, inform the strategic planning process, and help avoid redundancy in future tasks. Additionally, we may cite existing documents and conduct a deeper analysis of relevant documents to enhance and give context to the final plan.

Deliverables: None

Timeline: Month 1

PHASE 2: EVALUATE

Task 3: Inventory and Analysis of Existing Economic Conditions

Economic Base Assessment

The Project Team will conduct a thorough analysis of Prince George County’s current economic condition. We will assess how the study area’s economy compares with the rest of the region, the State of Virginia, and with the Nation as a whole. The Project Team will utilize the Economic Modeling Specialists International (EMSI) for industry related data. EMSI supplies the most accurate and reliable industry employment and occupational data available. This analysis will include an in-depth examination of employment by industry at the 2 to 6-digit NAICS code level (based on what we determine to be most appropriate at the time of the analysis) and assess strengths in terms of industry size, past growth, projected growth, location quotient (concentration), and competitiveness.

Focus will be put on gathering and analyzing the information that will help guide identification of the County’s competitive assets and opportunities for developing key areas and clusters. Specific tasks within the existing conditions assessment will include:

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Demographic & Socioeconomic Profile

The Project Team will develop a brief demographic and socioeconomic profile of the County and region that will be used for reference during strategy development. The demographic profile will include existing and projected 5-year trends for population distribution by age and income, number of households, median age, and race and ethnicity. The Project Team will also compile information on labor market size and commuter trends (inflow-outflow) as well as education attainment and unemployment. The demographic information will be gathered to complement the workforce analysis described below.

Economic Data and Trends Analysis

In addition to the demographic overview described above, the Project Team will prepare a basic overview of the County's economy to serve as background information and guide strategy development. The overview will include total employment, historic and projected employment, top industries (location quotient and shift share analysis), and top occupations. We will compare the County to other study areas decided upon by the County. The Project Team will also consider the key clusters that are particularly strong and competitive in Prince George County to help inform strategy development later in the project.

Capacity, Infrastructure, and Incentives Inventory and Analysis

Working with the County, the Project Team will prepare an inventory of the County's capacity for economic development including marketing efforts, infrastructure, and incentives. This inventory and analysis will help guide the strategy development to ensure that the County is building on its competitive assets and that incentives are encouraging the right type of development.

The first step to this inventory includes a questionnaire that will be provided to the County, to be completed and reviewed with the Project Team. The goal is to assess the economic development system to gauge the existing and future capacity of the County to undertake strategic initiatives. We will seek to understand what currently exists in terms of:

- Core economic development programs and services
- Marketing and promotion efforts including social media, pamphlets, and other tools
- Existing infrastructure and planned upgrades
- List of incentives being offered and how they are being used
- Current and planned future capacity
- Any perceived gaps

We will gather this information by providing a worksheet to be completed by the Steering Committee and then follow up with phone interviews for further clarification and details. This effort will enable us to develop a plan that is appropriate for Prince George County and designed to build on strengths and mitigate any weaknesses. The findings of this work will be incorporated into the final plan and will guide development of targeted actions to help the county expand opportunities and increase economic activity.

Housing Study

The County would like to better understand the potential for new residential development to occur based on existing market dynamics. Camoin will begin by interviewing regional residential real estate developers who are familiar with the County and region and who can provide an insight into the products in the pipeline and under development. We will attempt to ascertain the types of products that could appeal to new residents of the county, the price points, and the current availability of such products in the regional

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marketplace. This will cover for-sale and for-rent properties including single-family, multi-family and mixed-used developments.

We will supplement the interviews with market data from reputable national sources such as CBRE, Colliers International, Grubb & Ellis, etc. This will provide us price points and absorption rates, as well as statistics on projects under construction.

Finally, we will rely on the County to provide us information on the availability of land suitable for major developments, with the required roadways, water/sewer/gas/electric and appropriate zoning. The deliverable will include a summary of the data collected as well as our recommendations on the types of development the County could seek to attract to increase its residential population base.

Deliverables: Report of Inventory and Analysis of Existing Economic Conditions

Timeline: Month 2

Task 4: Survey Existing Conditions

The Project Team will prepare a review of the current state of Prince George County's tourism economy that identifies the key drivers of the tourism and hospitality sector, potential opportunities for growth, challenges the sector is facing, and areas where targeted strategies and resources will be most beneficial. The following work will be completed as part of this assessment:

- Economic data will be collected related to those industries that are part of the tourism economy including historic and projected growth, location quotient, average earnings, and workforce related data.
- Interviews with key tourism professionals, service providers, and those knowledgeable about trends and opportunities within the tourism economy. The Project Team will conduct up to six (6) interviews with those that can provide helpful input and guidance on areas in need of focused strategies.
- Online and hard copy marketing materials will be reviewed to establish an inventory of tourism assets and current efforts to build the tourism economy.
- Local, regional, and national trends in tourism will be observed, including types of attractions, where people are a traveling, spending habits, and more.

Sports and Heritage Tourism Opportunities

Using the information gathered from the existing tourism economy work, the Project Team will move into a strategic planning process to identify the opportunities and challenges associated with growing the sports tourism industry in Prince George County. This opportunity and challenge assessment will help guide strategy development for the growth of the tourism economy and will also be incorporated into the SWOT analysis described below. The Project Team will work with the County to review the Sports and Heritage Tourism Opportunities and Challenges assessment to ensure all relevant issues and opportunities have been captured.

Camoin will rely on the County to designate a local point of contact who is familiar with the sports facilities, fields and amenities currently available in the County, including municipal, private and school-district sites. Camoin will interview this contact to understand the current capacity of the County to host sporting events of various types. Presumably, the County has considered various options to expand its sports venues and Camoin will also get details on what kinds of ideas have already been explored.

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Based on those conversations, Camoin will provide one or more options for further consideration to enhance sports tourism-related visitation and spending. For example, it appears that the County has some capacity to host baseball and softball tournaments at the JEJ Moore Sports Complex and other county-owned fields. An idea to be explored might be significantly expanding the number and quality of fields available in order for Prince George to be able to attract a significant regional or national tournament that would presumably attract large numbers of overnight guests who would spend money on hotels, restaurants, entertainment and retail purchases. Camoin would use case study research to determine the types of improvements likely necessary to achieve this vision. This could include expanding the number of fields, adding lighting, bathrooms, locker rooms, indoor meeting space, etc. We will also use the case study research to approximate the likely number of users of the expanded facilities and their likely local spending profile, to quantify the economic impacts the County would enjoy if the expansion was successful.

Note that these analyses will not be full feasibility studies, as we would not be generating cost estimates for the improvements nor would we be conducting a complete competition analysis to determine the likelihood of attracting such tournaments. However, the deliverable will provide a strong indication to the County as to whether the investment in commissioning a full feasibility study will yield a positive outcome for the County.

Strategy Development

Building from the previous tasks, the Project Team will prepare a list of priority tourism projects and potential funding opportunities. These priority projects will be projects that have the highest degree of feasibility and will have the greatest impact on the County's economy. The focus will be placed on tourism projects that will bring in the most people for the least amount of initial investment and will be a long-term benefit for the county and local businesses.

The Project Team will also build out a revenue enhancement profile and marketing profile that will guide the County in terms of how to direct resources going forward to accomplish tourism economy goals. The revenue enhancement profile will highlight the types of projects, efforts and initiatives that will have the greatest return on investment for the County. It will offer the County a list of factors and questions to consider when looking at a variety of potential projects, and will help clarify how to move forward to ensure the revenue and impact is the greatest possible. The marketing profile will highlight the type of consumer to be focused on attracting, the best method and messaging for communication, and the partnerships that will be critical to accomplishing the marketing goals.

All of the work from this task will be incorporated into the final plan with recommendations and guidance on funding sources, partners, timelines, and priority levels.

Deliverables: Report of Existing Conditions

Timeline: Month 3

PHASE 3: ENGAGE

Task 5: On-Site County Leadership and Windshield Tour

The Project Team will meet on-site with the County Administration, Industrial Development Authority, and Board of Supervisors to begin the community engagement process. Utilizing the assessment of Prince George County's economic status from Phases 1 and 2, the Project Team will conduct a three (3) day on-

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site visit to meet with the Steering Committee and County leaders, and tour Prince George County to develop a qualified vision of tourism and economic development opportunities.

The first day of the County Leadership and Community Engagement process will begin with the Project Team holding a closed session with the Steering Committee, County officials, staff, and any stakeholders the Steering Committee wishes to include. During this meeting, we will discuss the preliminary findings and impressions from Phase 1 and Phase 2, and determine an approach to drafting the implementation component the final plan that aligns with political realities and is tailored to respect capacity of department personnel and community partners.

County Windshield Tour

After the closed session, the Project Team and available members of the Steering Committee will spend the early afternoon touring Prince George County to assess the current condition and possibilities for developing amenities, sites, and tourist attractions. It is crucial to gain an outsiders' perspectives when assessing tourism attractions because small imperfections are instantly recognized by visitors, but often go unnoticed by residents that encounter them on a day-to-day basis.

The windshield tour will help produce a variety of ideas on ways to address easy-to-implement changes that improve the aesthetic condition of local amenities and attractions from a visitor's perspective. The Project Team will transcribe the development ideas and possibilities discussed during the windshield tour and incorporate them into the final plan.

Deliverables: Summary of Ideas from County Tour

Timeline: Month 3

Task 6: Stakeholder Engagement

After touring the County, the Project Team will facilitate the first of three (3) Public Input Forums. The intent of each Public Input Forum is for the Project Team to ask specific questions designed to extract county-wide priorities, concerns, ideas, and any other overarching themes the Steering Committee wishes to capture. The Project Team will facilitate the second and third Public Input Forums during the second day on-site.

Each Public Input Forum will last one (1) hour. During the meeting, we will explain to participants the purpose and benefits of strategic planning, and request specific input on the community's vision, desired goals and objectives, and the overall quality of life within Prince George County, including but not limited to discussions concerning public education, satisfaction with leadership, and community needs. We will ensure that the Steering Committee approves of all discussion topics and has the chance to provide recommendations for topics before each Public Input Session.

To offer residents ample opportunity to attend a session that fits into their schedule, we recommend scheduling the first Public Input Forum on the evening of the first day on-site, and then schedule the second Public Input Forum in the morning of the second day on-site, and the third Public Input Forum in the late afternoon of the second day. We will defer to the Steering Committee if different schedules are desired. Each Public Input Forum should be strategically located around the County to encourage participation from all residents.

The Project Team will employ a variety of interactive exercises to encourage innovative thinking, creativity, and to allow participants to freely express their views in a non-threatening atmosphere. We start by providing

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an overview of the initiative and engagement process and ask participants to express their own vision of what the County should aspire to be and prioritize, and we emphasize that everyone's opinion is essential to the planning process.

We utilize a number of creative and fun tools to garner input while encouraging group interaction, consensus building, and individual expression. The Steering Committee will be asked to assist in selecting the appropriate tools for the sessions. Based on our extensive experience facilitating public input forums, some highly effective activities we recommend include:

- **Speed Issues** – Similar to the “speed dating” concept, participants move in small groups from table to table when a bell sounds. At each table, a volunteer will reveal a topic such as parks, downtown, tourism, jobs, schools, etc. Participants then have a set amount of time to list their ideas on that topic.
- **Put Your Money Where Your Ideas Are** – Attendees are given stickers representing various levels of investment. They use these stickers to vote on spending priorities by placing the stickers on sheets containing ideas generated by small groups during the forum. This helps the TPMA team prioritize action items and provide part of the basis for public and private investors to make decisions about funding priorities.
- **Headlines from the Future** – This is an individual exercise where participants receive a mostly blank template of a newspaper front page. Different sections of the page are marked with “department” names (news, sports, recreation, arts & entertainment, etc.), and participants can add headlines, stories, pictures, or drawings if they are so inclined.
- **Visual Preference Survey** – For this activity, TPMA shows slides depicting a wide variety of places and initiatives from other communities. Participants will receive a rating sheet to rate each image on a scale from -5 to +5 and comment what they did or did not like about the image. This is designed to address quality of place issues.

A combination of exercises are commonly used during the same forum to assure everyone can find a comfortable way to communicate their ideas. We will also provide a handout with some open-ended questions for participants to “Tell us what we missed...” so residents and stakeholders have every opportunity possible to contribute.

On-Site Focus Groups and Interviews

During the third day on-site, the Project Team will engage stakeholders using a mix of focus groups and individual interviews to begin identifying the Strengths, Weaknesses, Opportunities, and Threats (SWOT) in Prince George County to help guide economic development initiatives and foster growth of the tourism industry. Discussion responses will be used to supplement the SWOT Analysis described in Task 9.

The Project Team will work with the Steering Committee to schedule focus groups and interviews between the morning and evening Public Input Forums. The number of focus groups and interviews will depend on stakeholder availability. We recommend scheduling stakeholder focus groups during commonly available times, such as lunchtime or mid-morning, and scheduling individual interviews for stakeholders that cannot attend the focus groups. Additionally, the Project Team is willing to schedule individual interviews with stakeholders who want to provide input, but do not wish to attend a focus group due to political reasons or a desire to provide sensitive information that might be suppressed in a group conversation.

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The Project Team will require assistance from the Steering Committee to invite stakeholders to participate in the interviews and, coordinate schedules. We will provide the invitation language, guidance on attendees, and other relevant items. We will also work with the Steering Committee to determine the mix of stakeholders that should be invited to participate if desired.

In addition to focusing on traditional SWOT analyses within the County, focus group and interview questions will revolve around the successes and needs of small businesses and the entrepreneurial ecosystem within the County. Examples of some of the questions we may ask are provided below. This list is not exhaustive and will be further refined in conversation with the Steering Committee:

- **Business Climate** – What is the overall business climate of Prince George County? What weaknesses impact the larger workforce and economic development system in the County and region?
- **Tourism Vision** – What types of tourism activities should be pursued? Where could the County further develop or improve tourism destinations? What amenities must exist to encourage tourism?
- **Tourism and Economic Development Assets** –What are the region’s key strengths for attracting tourists, starting a business or relocating? What assets are underutilized?
- **Current Efforts** – What resources are available to support entrepreneurs? How do they align with the identified target industries in the region? Which entrepreneurial support efforts are working, and where are the gaps?
- **Infrastructure** – What infrastructure improvements are needed to attract businesses and support business parks, incubators, and accelerators?
- **Education** – How can educational assets be leveraged to create an integrated relationship with small businesses and community partners in the region?

Other key themes to be addressed may include:

- Culture
- Talent availability and development
- Networking and Mentoring
- Economic development agency efforts
- Large company partnerships and clusters

During the focus group sessions and interviews, the Project Team will take notes (focus groups include a minimum of one note-taker and one facilitator) and record all conversations with audio equipment (with participants’ permission) to ensure that detail and context is not lost. Immediately after the sessions, we will thoroughly analyze the experiences and notes from the sessions and organize all data into major groupings—themes and concepts—that will be integrated into the final report.

Deliverables: Summary of Stakeholder Engagement

Timeline: Month 3

Task 7: SWOT Analysis and Future Scenarios

Using the gathered quantitative and qualitative data, the Project Team will conduct a comprehensive assessment of Prince George County’s Strengths, Weaknesses, Opportunities, and Threats (SWOT). The SWOT analysis will address a wide range of factors, including attributes that offer the greatest opportunities

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associated with Prince George County's goal to develop its tourism economy. These key findings will be built into the final plan.

The Project Team will apply the SWOT findings to develop a report of hypothetical scenarios that predict a number of real-world, conceivable economic outcomes that may result should Prince George County pursue economic development projects and workforce education, and what outcome may result from inaction. The scenarios will utilize the gathered quantitative and qualitative data and EMSI's Input-Output Scenario function. Each scenario will, to the best of abilities, predict how accomplishing the priorities identified in the Strategic Plan, or failing to accomplish the priorities, will impact relevant industries. The scenarios will be based on current economic trends and cannot accurately account for unforeseen shifts in economic trends or technological advancements.

Deliverables: SWOT Analysis and Future Scenarios to be Included in Final Strategic Plan

Timeline: Month 4

PHASE 4: ACT

Task 8: Draft Economic Development and Tourism Strategic Plan

The Project Team will begin drafting the Strategic Plan using the research performed in Phase 2 and the analyzed data gained from the Public Input Forums, interviews, and focus groups. The Strategic Plan will span a five (5) year timeframe, and will begin with summarizing the data collection process and findings and also highlight the themes and takeaways from the community engagement initiatives. Next, the Strategic Plan will provide an in-depth analysis of Price George County's current economic status and assessment of available assets, incentives, and development possibilities that align with the demographic base or can be developed to capitalize on current and future tourism opportunities.

The Strategic Plan will utilize the data and research findings to provide applicable recommendations for strategic priorities. The recommendations will be accompanied by an action matrix that prioritizes economic development and tourism objectives, gives a timeframe for when each objective should be performed, details who should lead efforts, others that should be involved in efforts, and funding options.

Additionally, the Strategic Plan will benchmark Prince George County against three (3) to five (5) similar communities that are decided upon by the Steering Committee. The Project Team will work with the Steering Committee to determine the desired metrics and evaluations to be used to compare Prince George County to other counties.

Once the Draft Strategic Plan is complete, the Project Team will send the Strategic Plan to the Steering Committee for review. We will request feedback on matters pertaining to the Strategic Plan's findings, contents of the plan, and implementation priorities. The Project Team will incorporate all feedback and make all required changes, and prepare the Final Draft of the Strategic Plan.

Deliverables: Draft of Strategic Plan

Timeline: Month 4

Task 9: Final Strategic Plan and On-Site Presentation

The Project Team will finalize the five-year Strategic Plan a schedule a final on-site meeting to present the report. This presentation will outline findings, strategies, and recommendations for Prince George County to accomplish the goals identified in the Strategic Plan. The Project Team will coordinate with the Steering

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Committee to deliver the presentation to the County Administration, Industrial Development Authority, Board of Supervisors, and Stakeholders, inviting as many staff members and members of the public as desired to demonstrate support and ownership of the vision, strategies, and action steps.

The finalized Strategic Plan and presentation will be provided in electronic format suitable for printing and posting for download from websites. We will provide all files and final reports to the County in Microsoft compatible format. This includes data and project files used for maps.

The Project Team will also create an Executive Summary, which can be used as a marketing tool and for investment and grant opportunities. The Project Team will work with Prince George County to publicize the Strategic Plan and presentation, and we can assist with drafting a press release and other marketing materials for media distribution. We will provide 20 hard copies in PDF for distribution to County leadership and partners.

Deliverable: Final Strategic Plan, Public Presentation

Timeline: Month 5

Timeline and Key Components

TPMA estimates the project will be completed within a 5 month timeframe, and can begin as soon as December 2017.

- **Regular Project Meetings** – TPMA will set up recurring calls with the project administrator. Communication frequency with the Steering Committee will be determined in Task 1.
- **On-Site Trips** – The Project Team expects to travel on-site during multiple trips: to launch the project, for on-site community engagement, to conduct public input forums, interviews and focus groups, and to present the final report to the Steering Committee.
- **Draft Reviews** – For the final deliverable, draft review will be expected by the Steering Committee in a one-to-two week turnaround. For all sub-deliverables, review and feedback is expected within 72 hours.

COST OF SERVICES

This Scope of Work will be performed for a fixed, not to exceed amount of **\$69,792.38 (inclusive of travel, administration, and all fees)**. TPMA and the Project Team will establish a monthly invoicing timeline during the pre-launch call. The not to exceed fee is broken out by task as follows:

Task	Description	Amount
Task 1	On-Site Launch	\$8895.75
Task 2	Document Review	\$2,861.27
Task 3	Economic Base Assessment	\$12,345.89
Task 4	Survey Existing Conditions	\$15,209.39
Task 5	On-Site Steering Committee Meeting and County Windshield Tour	\$6,923.64
Task 6	Stakeholder Engagement – Public Forums, Focus Groups, Interviews	\$6,992.64
Task 7	SWOT Analysis and Future Scenarios	\$4,853.64
Task 8	Draft Economic Development and Tourism Strategic Plan	\$7,268.64
Task 9	Final Report and On-Site Presentation	\$ 4,441.51
	TOTAL PROJECT COST	\$69,792.38